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# ICT Planning Process

## Michigan's Statewide ICT Planning Process

### The Governor's Initiatives

Each year, the Governor establishes broad initiatives in the State of the State Address. These initiatives become the priorities that guide the executive office, the budget office and every agency of state government. Over the year that follows, the Governor promotes this agenda through the development and tracking of programs stewarded by department directors. The Governor and the cabinet will also work with the legislature to put needed changes into law.

Agency programs are created to carry out the Cabinet Action Plan (CAP) goals, which are monitored through a project tracking system called MiPLAN. This Web tool is accessible to all program owners who provide program updates on a regular schedule. The Governor and the Cabinet members review program progress monthly and make in-course adjustments as necessary. More information on the CAP can be found at [michigan.gov/cabinetplan](http://michigan.gov/cabinetplan).

State government has faced difficult challenges since 2003, when major changes in Michigan's manufacturing industry changed the state's economy. In 2009, this crisis jumped to an unprecedented level, leaving no sector of Michigan's economy untouched and deeply influencing how state government provides services. With revenue decreasing and demand for services increasing, the administration recognized that effective, long-term strategic planning was the driver for Michigan's transformation.

Since 2003, the cabinet planning process has been continually refocused to account for the unprecedented challenges to Michigan's economy. For 2010, the focus has moved to three priority areas related to job creation:

#### Diversification

- Governor Granholm's continuing effort to remake Michigan's economy

#### Creating a Well-Educated, Highly Trained Workforce

- Doubling the number of college graduates and giving every person the tools for success in the 21st century economy

#### Protecting Michigan's Citizens and Their Pocketbooks

- Safeguarding the physical and financial well-being of every Michigan resident—particularly the most vulnerable citizens

While these three priority areas make sense in 2010, the planning process is designed to remain flexible enough to respond rapidly to changing socioeconomic conditions while maintaining the integrity of Michigan's overall strategic direction.

### Cabinet Action Planning

Since the beginning of the planning process, DTMB has been a resource to the Executive Office, working with each cabinet agency to align key agency business goals with the state's priority areas. We assist with updating and maintaining priority initiatives in MiPLAN and creating reports used by the Governor.

This statewide portfolio of business initiatives is a group of measurable actions taken by executive branch agencies that move the state toward established goals. The CAP guides Michigan and makes state government more efficient, responsive and accountable.

In summary, the CAP process ensures that initiatives are aligned with the state's mission,



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vision and values (both statewide and departmental), gubernatorial long-term priority areas and budget constraints.

## Michigan's ICT Strategic Plan Process

The cabinet action planning process is the foundation of Michigan's ICT plan. We build on this foundation through internal and external planning at the enterprise level and implement client solutions based on the comments, recommendations and feedback garnered through various exercises, planning events and surveys. We develop the plan's strategies to provide appropriate and cost-effective solutions that reflect individual agencies' immediate needs while focusing on solutions that can be leveraged across the enterprise.

Michigan is on the fourth iteration of a multiyear planning process. For a complete picture of the process since 2003, visit the **2008 Strategic Plan Appendix A**.



**The 2010 Planning Process** – The DTMB Executive Team owns the 2010 strategic planning process, and the DTMB Office of Enterprise Development drives the process for the Executive Team. The 2010 update leverages the tried-and-true content from the 2008 plan and relies heavily on the work done in prior years. ICT is a process of updating and validating assumptions that weigh the plan's vision, goals and targets against the current issues government faces today.

The diagram below provides a digest of the department's planning philosophy.

**The CIO Vision** – Michigan's chief information officer (CIO) sets the vision for DTMB and puts this vision into action through the ICT plan goals. The CIO establishes the review that leads to course corrections throughout the planning process and is ultimately in charge of progress.

**Goal Ownership** – DTMB executive-level staff members took ownership of specific sections of the 2008 plan to review and update for 2010. They examined the relevance of the plan's goals today, focusing on what has changed since 2008 and where the department needed to be in five years. These executive goal owners were responsible for making each goal real, investigating technologies for implementation, determining practical initiatives, seeking staff and agency input and bringing updates back to the planning team.

**Strategies, Initiatives and Targets** – The first step in development of the initiatives was a review of the "promises made" in the 2008 ICT plan. This reality check compared what we said we would do against what we actually accomplished and was an important first step in developing key strategies and targets for each 2008 plan goal.

**MITEC Validation and Input** – The Michigan Information Technology Executive Council (MITEC) helped update the plan and validate assumptions. They provided critical direction concerning their business needs. A survey in the early stages of planning provided feedback on the revised plan goals and highlighted opportunities as well as some new technologies that would help accomplish these goals. A MITEC subcommittee assisted with focused review of key sections of the plan, helping us address agency needs clearly.

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**Communication** – The ICT plan communications framework sets a schedule for the distribution and promotion of the plan. This schedule covers reproduction of copies, e-mail communication, in-house and external publications and articles, Web promotion, agency and citizen meetings, legislative communication, media relations and the production of presentation materials.

**Implementation** – The goals, strategies and targets are “marching orders” for all of DTMB and guide all decisions related to ICT in state government. All subsequent plans—such as the Infrastructure Services, Agency Services, Data Center Plan and Telecommunications plans—are checked against the direction provided in the strategic plan. Because we worked closely with the agencies in developing the plan, ICT identifies and implements the agency key business drivers and strives to support agency needs.

**Reporting and Governance** – For the past several years, we have used MiPLAN to track the progress and performance of the plan’s top initiatives. This tool is still used by several DTMB units and the Executive Office, which uses it to track progress on the Governor’s top initiatives. DTMB is investigating other applications and vendor resources that could provide better tracking of projects, targets and initiatives while improving accessibility, transparency and accountability.

## Tactical Planning

A tactical plan is essentially about accountability. ICT is the sum of the action plans that puts the strategic plan in motion. At its best, planning leads to alignment of human and financial resources in a way that is cost effective, efficient and predictable. This creates a framework that improves employee satisfaction and saves taxpayer dollars.

DTMB has created an 18-month action plan for tracking strategic plan progress. This plan includes a comprehensive project list that is prioritized for each ICT area and agency. ICT also includes a process for tracking and reporting on progress that will help us manage the many competing demands for ICT resources. This tactical plan is one step in the direction of a leaner government with greater focus. ICT is a tool to help us:

1. identify projects, applications and services that agencies can share.
2. work on the right projects.
3. confirm that projects align with Michigan’s ICT goals.
4. identify enterprise solutions that meet the needs of multiple agencies or partners.
5. achieve business objectives with fewer resources and at a lower cost.
6. eliminate wasteful duplication in services.

A project tracking solution is being developed that will allow dashboard views of all projects in the DTMB portfolio. This will include DTMB, agency and enterprise-wide projects.

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